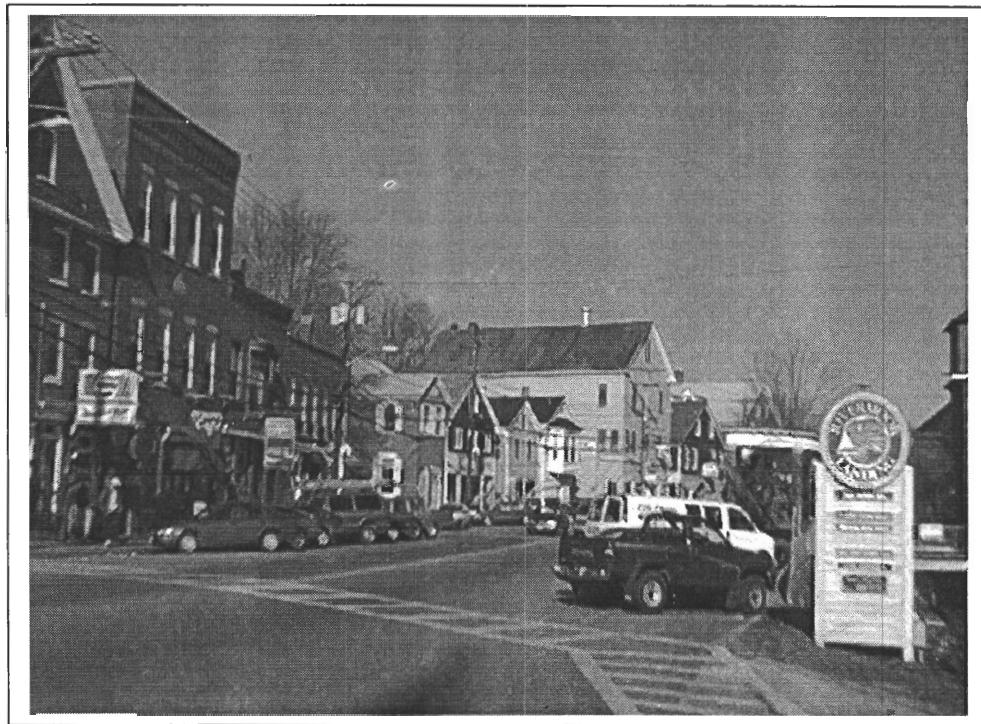


# NEWMARKET TOMORROW

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## Committee Report



Submitted to the Town Council  
September 2000

## Acknowledgments

The Newmarket Tomorrow Committee, and the community as a whole, is indebted to the following individuals who contributed time, creativity, and energy to our work over the last six months:

Emine Bariskin Bilgili, Urban Designer, Durham

Al Dixon, Town Administrator, Town of Newmarket

Peter Dow, Planning Consultant, Exeter

Elizabeth Fischer, Manager, Durham Main Street Committee, Durham

Melodie Hodgdon, Finance Director, Town of Newmarket

Charles Hoyt, Architect, Hoyt & Associates, Newmarket

Duane Hyde, Director of Planning & Community Development, Durham

Doris LaChance, Executive Assistant, Town of Newmarket

Pat Sherman, Principal, Sherman, Greiner, & Halle, Concord

Sergeant Jeff Simes, Police Department, Town of Newmarket

Susan Thorne, Architect, Susan Thorne Design, Durham

Craig Wheeler, City Planner, Concord

## Membership

Members of the Newmarket Tomorrow Committee were appointed by the Town Council to represent a wide range of interests in the downtown area and the citizens at-large of the community.

John Ahlgren	Community Development Corporation
Victor Azzi	University of New Hampshire
Tom Blake	Peak Computer
Debbie Bourque	Bank of New Hampshire
Rod Bowles	Newmarket Community Church
Sean Cahill	Video Stop
Walter Cheney Jr.	Citizen member
Ranan Cohen	Newmarket Conservation Commission
Steve Coolidge	Fleet Bank
L. Forbes Getchell	Newmarket Historical Society
Nancy Goodwin	Newmarket Planning Board
Jim Grammas	Wheelies
Chris Hawkins, Chairperson	Citizen member
Karen Johns	Newmarket Town Council
Nicholas Popov	Citizen member
Louise Roy-Gilbert	Marelli's Fruit & Real Estate
Preston Samuel	Main Street Committee
Richard Shelton	NH State Representative
Mark Vesekis	Peak Computer

Staffing for the Committee was provided through a contract with Strafford Regional Planning Commission in Dover, NH, and included the efforts of the following staff members:

Emine Bariskin Bilgili	Urban Designer
Cynthia Copeland	Executive Director
Penny Hurd	Secretary
Clay Mitchell	Land Use Planner
Dave Pelletier	Transportation Planner
Steve Pesci	Assistant Director, MPO Coordinator
David Wickliffe	GIS Director

# The Committee and its Work

## Mission

The Newmarket Tomorrow Committee was formed by the Newmarket Town Council to formulate a vision for the future development of downtown Newmarket. Our mission was to think in terms of the best interests of the entire community, without initial consideration of any special interests or costs of options. To do this we sought information from the community through public meetings, email, written responses on comment sheets in Town Hall, and letters.

Our goal was to formulate a set of conceptual, study, and action recommendations for further consideration of the Town Council and the public. Ideas were presented and we evaluated them using our collective knowledge and experience. These were not polished ideas but concepts that could be developed further. The concepts presented in this document have been judged preliminarily as being feasible.

Center of the target area



## Scope of Work

The Newmarket Tomorrow Committee focused on the geographic area encompassing the area from the Lamprey River Bridge to Flora Ventures, and initial reviews of the triangular intersection of Routes 108/152 and Gerry Avenue, and from the Lamprey River to the Stone Church on top of the hill.

Although the Mills and their redevelopment are critical to this area, the Committee did not dwell on Mill redevelopment as that is under the auspices of the Newmarket Community Development Corporation (NCDC). A representative of the NCDC served on the Committee. Our focus was on the rest of the downtown area.

## Process

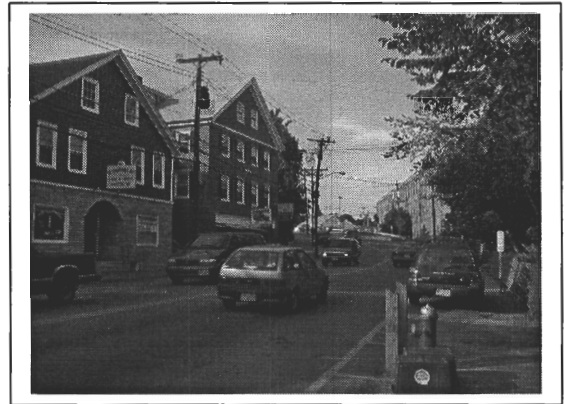
The Committee began meeting in mid-February 2000 and continued to meet on the second and fourth Wednesday through August in the Town Hall. The Committee elected Chris Hawkins as Chairperson. After the second meeting, the Committee split into two subcommittees: parking and downtown. The parking subcommittee met several times and assessed sites where additional parking supply might be generated. The Chairperson attended all subcommittee meetings and kept all members informed about meetings through mailings. All committee members were given ample opportunities to contribute to this document.



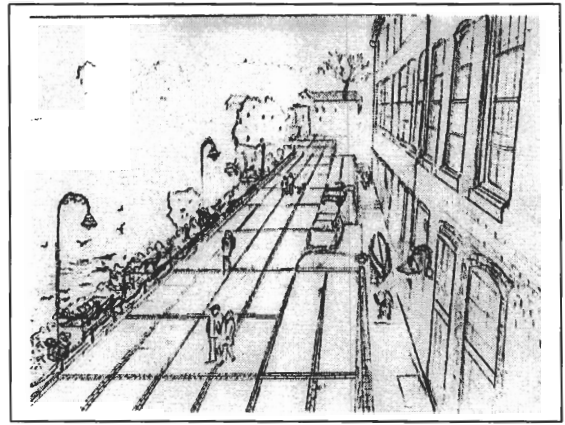
## Consensus Items

Initially, the Committee expressed many views and held diverse perceptions of the community and the ways in which the downtown could be enhanced to make a better community. As our discussions progressed, we began to see that we shared common themes even as we continued to advocate specific ideas. It became important that we emphasize what we shared in common as that defined us in the largest sense of community. The themes listed below represent what we shared in common. We recommend these themes be incorporated into future development for the improvement of downtown Newmarket:

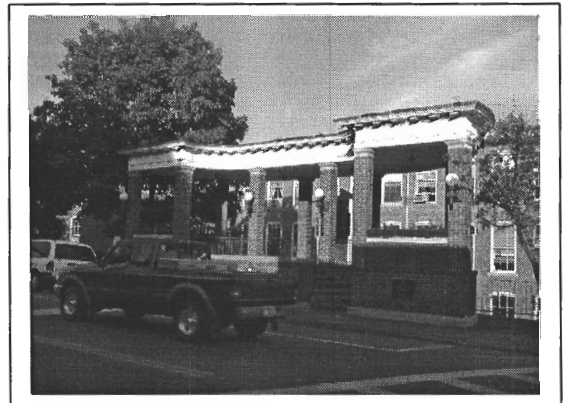
- **Downtown Newmarket is a small area physically constrained by the river and hills. We should view these geographic constraints as an advantage.**
- **Downtown is the engine driving the community. It has a variety of uses: retail business, offices, services, residences, municipal offices, post office, churches, social clubs, parks, gardens, recreational activities, views, history.**
- **Downtown has identifiable features that have not changed over time. It is a crown jewel that should be protected.**
- **Authenticity is important to this community. Preserve the essential character of Newmarket through an honest restoration of what is now, and what was in the past.**
- **The work of existing organizations and previous studies is valued as all work improves Newmarket. These past studies will be included in an appendix to this report.**
- **The Mills, waterfront, and downtown are interconnected: work together on sidewalks, access, parking, infrastructure capacity, pedestrian safety, and traffic flow.**
- **The image of downtown is important. Enhance the views of the river, Heron Point, the fishing weir, Mills, and the historic buildings, including the side streets.**



- Remove all or part of the concrete mill building on Main Street to create a point of visual interest and a view towards the river.



- Use design elements to connect the Riverwalk, Mills, and downtown.
- Downtown needs to balance pedestrian and vehicle needs in a safe, pleasant environment.
- Increase pedestrian safety through traffic calming techniques, ordinances, and enforcement of traffic regulations.
- Increase short-term parking in center of downtown by creating more parking spaces, enforcing regulations, and decreasing the allowed time per space.
- Provide for long-term parking with a balanced distribution throughout downtown.
- Improve existing parking areas: they need to be lined, clean, safe, and clearly identified.
- Provide sidewalks on both sides of Main Street along the entire length.
- Sidewalks need to be wide enough to be safe and allow residents to meet and talk.
- Underground utilities along Main Street as the first big step.
- Relocate the bandstand to an area where it can be used and enjoyed.
- Emphasize the use of natural materials, such as granite, brick, and wood.
- Landscape downtown with flowers, shrubs, trees, street furniture, and lights.
- Make improvements without sacrificing the essential character of downtown.



## Aesthetics: our perceptions

The Committee's consensus was that the community would like to maintain the essential character of the Town: a working mill town interested in the nitty-gritty, yet located in a beautiful natural setting. Authenticity is important. We want to see an honest restoration of what was, what is, and what can be.

We realized that we are fortunate to have an historic downtown that is largely intact. Our downtown is a crown jewel that needs to be protected. It is important to maintain the Mills and other historic buildings. It is important to enhance the views of the Lamprey River and Heron Point, and to improve access to public spaces along the river. It is important that residents of Newmarket see downtown as their hometown.

Downtown from the air, looking northeast



We talked a lot about what we liked and disliked about other downtown renovation projects. Several people commented that it was important to improve downtown and still recognize it when the project is completed. Downtown Newmarket should maintain its unique character. What works in one community should not be the cookie cutter answer for Newmarket.

The first item we discussed was relocating the utilities underground along Main Street. There was immediate agreement that the utility poles and lines distracted from the image of downtown. It was agreed that the underground placement of the utilities should be the first, essential step for any further redevelopment and restoration work. From this point we discussed landscaping with trees and flowers, street furniture, lighting fixtures, snowplowing, salt, and replacement and maintenance costs. We listened to each other and realized that we had a wide range of ideas about what looked good.

### Recommendations:

1. Balance historical integrity with complementary styles in buildings and landscaping designs.
2. Restoration efforts should enhance existing buildings, views, and streetscape, not transform them.
3. Architects and designers need to listen and respond to community's perceptions.
4. Practical solutions for maintenance of landscaping and street furniture are important.
5. Support the efforts of property owners and business people as they make improvements.
6. Emphasize the beauty of the Lamprey River, Mills, and Heron Point by providing viewsheds and public access to these areas, such as Riverwalk.
7. Use natural materials in restoration projects, similar to those in existing buildings.
8. Underground placement of the utilities along Main Street is the first step in the restoration process.

## Business & Community: our perceptions

Downtown is the engine driving the community. Right now there are a variety of uses: retail shops, offices, personal services, residences, Town offices, post office, churches, social clubs, parks, gardens, and recreational activities. Residents come downtown to shop, dine, mail letters, socialize, stroll, listen to music, and run errands. We want a downtown that meets our needs and is accessible by vehicle, foot, bike, and boat. Newmarket has a diverse residential population encompassing a mix of lifestyles and professions. What we have in common is the shared view that Newmarket is a great place to live and work.

Every year there are more tourists coming to visit the Seacoast area and Newmarket. We are on a major state highway that handles a large volume of daily commuting traffic. We want to keep most traffic moving through our downtown as safely as possible. We want tourists to stop

and visit our downtown for the day and evening. One idea was to emphasize activities that we already have, like the Stone Church. We would like to have more choices available both to visitors and residents, such as artisan shops, galleries, theater, dry cleaning, grocery store, and for special events.

We want to support businesses in the downtown area, as they are members of our community and provide for our needs. We are neighbors and friends. We like to see people downtown sitting in the parks and walking along the streets. We want this to be a place where people feel comfortable, safe, and enjoy themselves. We want our residents and visitors to spend time and money in our downtown helping to sustain a healthy, thriving community.

It is important that Newmarket remain true to its cultural and historic past. Plain and simple are key criteria we want to see guiding project design. Designs should reflect Newmarket's historic heritage. Keep design pure through emphasis on function.

### Recommendations:

1. Plan for a variety of special events in downtown Newmarket throughout the year.
2. Meet unmet retail and service needs of residents and tourists.
3. Create an atmosphere in downtown that encourages shopping, sightseeing, visiting.
4. Make it convenient to run errands in downtown on weekends and to and from work.
5. Minimize business disruption during construction projects.
6. Maintain "working" image through types of use, design, and activities.

Main Street at Exeter Road looking southwest



## Infrastructure: the backbone

It was the consensus of the Committee that the utility lines along Main Street are a visual and aesthetic detraction. Several people commented that their first view of Newmarket was negative based on the dominance these utilities have within the confines of Main Street. We quickly came to agreement that the utilities should be placed underground as a first priority. We then focused on the timing and cost for the project and the source and adequacy of potential funding.

Another point of agreement was that the physical infrastructure in the downtown area needed to be sized for current and future use. This would entail knowing the types of uses contemplated within the Mills. There was discussion about the adequacy of water, sewer and storm water systems, and Town staff provided information for the Committee. We agreed that the Town should invest in a complete set of infrastructure systems that would accommodate future need and meet pending regulatory changes.

A third area of agreement had to do with the timing of these projects. We invited Town of Durham staff to a meeting to talk about the efforts they made to revitalize their downtown and coordinate construction. It was helpful to hear their experiences. We agreed that the Town should make every effort to complete the necessary construction projects as quickly as possible.

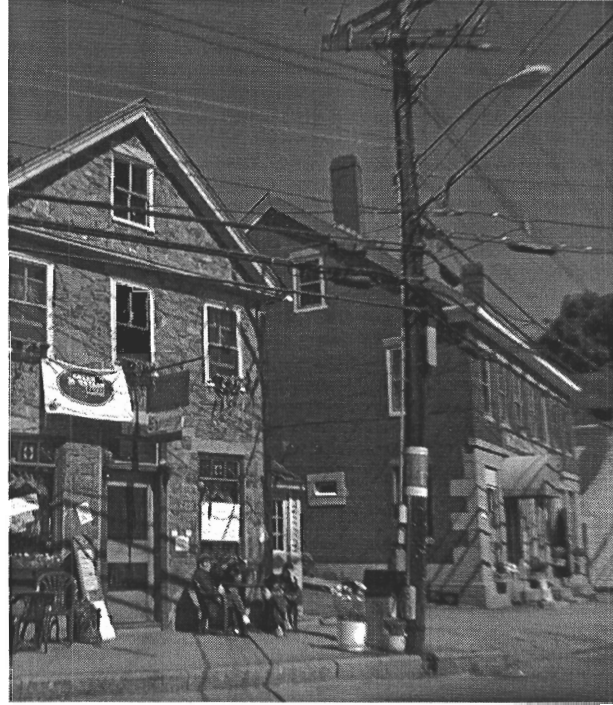
In sum, the Committee's final thought on the underground placement of utilities, sizing of other infrastructure systems, and timing of construction is:

**Do it once and do it right the first time!**

### Recommendations:

1. Coordinate all infrastructure needs for Mills and downtown redevelopment through Town.
2. Use the funds from the TIF District to underground the utilities along Main Street.
3. Size all infrastructure capacity to meet current and anticipated future needs.
4. Prepare cost analysis for phasing underground utility placement in the entire study area, not just Main Street.
5. Coordinate the scheduling and minimize the duration of construction.
6. Provide information to businesses and residents during construction and facilitate efforts to ensure successful and timely completion of the projects.

Pole and wires at Main Street and Exeter Road



## Downtown Buildings and Views

Our downtown has identifiable features that have not changed significantly over time, even though some buildings have been removed and new buildings constructed. When looking at historic pictures of Newmarket, we can still recognize cherished features of downtown. The architecture of Newmarket spans several periods of New England design, including the 18<sup>th</sup>, 19<sup>th</sup> and early 20<sup>th</sup> centuries. We believe it is important to allow for a diversity of building designs and architectural styles that blend well with buildings from these historic periods.

The downtown is a small physical area defined by the Lamprey River and the hills rising above the river on the west. Within this area the granite and brick Mills are the dominant, defining feature forming a massive wall along the river on the east side of

Main Street looking north



Main Street. They rise up from the river's edge to a maximum height of five to six stories. The rest of the buildings in downtown are a mix of stone, brick, and wooden construction, none of which are as large as the Mills.

The image of downtown Newmarket is important to us. We continue to come back to this point about maintaining the character of the downtown. Restoration and redevelopment projects should be guided by a healthy respect for historic elements and the original functional uses. The preservation of historic buildings should enhance our knowledge and enjoyment of our community. Our efforts should unlock the hidden value of Newmarket's downtown.

### Recommendations:

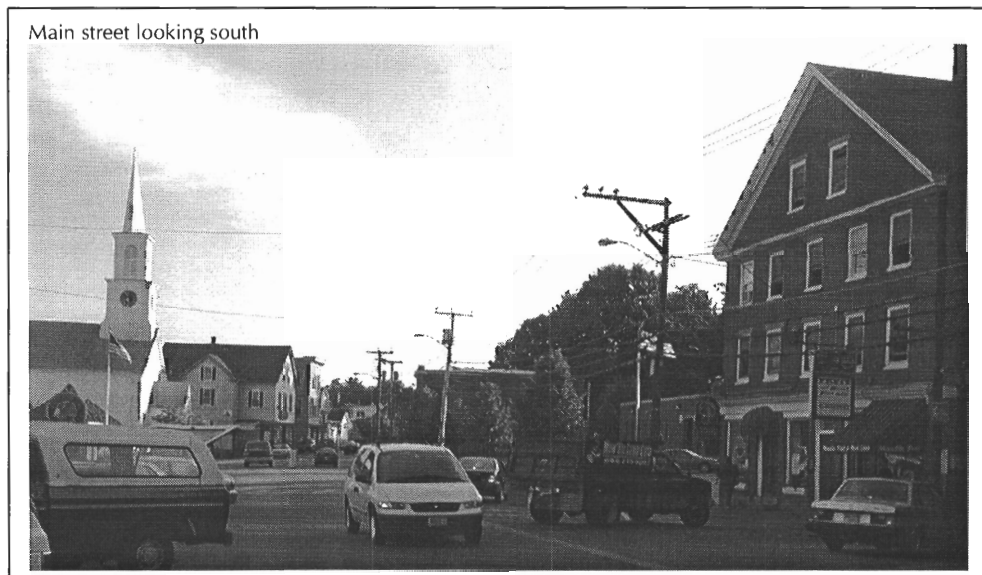
1. Use design elements to connect the Mills, Riverwalk, and other downtown buildings.
2. Maintain and improve existing views from Main Street of river and Heron Point.
3. Create new views, access, and public spaces in Mills by removing nonfunctional and peripheral buildings.
4. Consider removing all or part of concrete mill building on Main Street to use for access, views, parking, and public space.
5. Relocate bandstand to an area where it can be used and enjoyed.
6. Respect historic aspects of buildings as part of who we were.
7. Support efforts of Town to secure new sources of funding.
8. Support efforts of business owners and NCDC to secure new sources of funding.
9. Use professional consultants to prepare conceptual designs, surveys, and architectural plans.



## Streetscape

The Committee discussed the design of our streets, sidewalks, and public spaces. However, the practical aspects of available space and the needs for through traffic flow on a state highway, parking, and pedestrian safety limited our options. One of our committee members measured the length (about 2000 feet) and width at various points of Main Street, and that was a reality check for us: more space in some areas, less space in other areas, but not enough altogether. Whatever street profile is created will be a compromise amongst these factors. There is just not enough space to do all the options we would like in the downtown.

The streetscape should complement the redevelopment of the Mills and other buildings. When the downtown project is finished, it should be immediately recognized as reflecting the needs of the community expressed throughout the Newmarket Tomorrow Committee process. It should not look like a downtown built by separate, distinct decisions. We would like there to be an aesthetic element that respects our history and individuality. Authenticity works for us. We should not attempt designs that are too “pretty” for Newmarket’s character.



### Recommendations

1. Provide sidewalks on both sides of Main Street for its entire length.
2. Design sidewalks wide enough to be safe and allow residents to meet and talk.
3. Landscape downtown with flowers, shrubs, and trees that can survive a reasonable amount of time and have low maintenance costs.
4. Select street furniture and trash receptacles that use natural materials and are sited in appropriate locations.
5. Design street lighting fixtures for needs of pedestrians and transit stops.
6. Select street lighting fixtures consistent with historic character of Newmarket.
7. Improve signage and lighting regulations for businesses.
8. Create at least one bump-out along the Main Street and consider alignment variations to slow traffic.
9. Support efforts of Town to secure sufficient funding for street improvement projects.

## Natural Environment

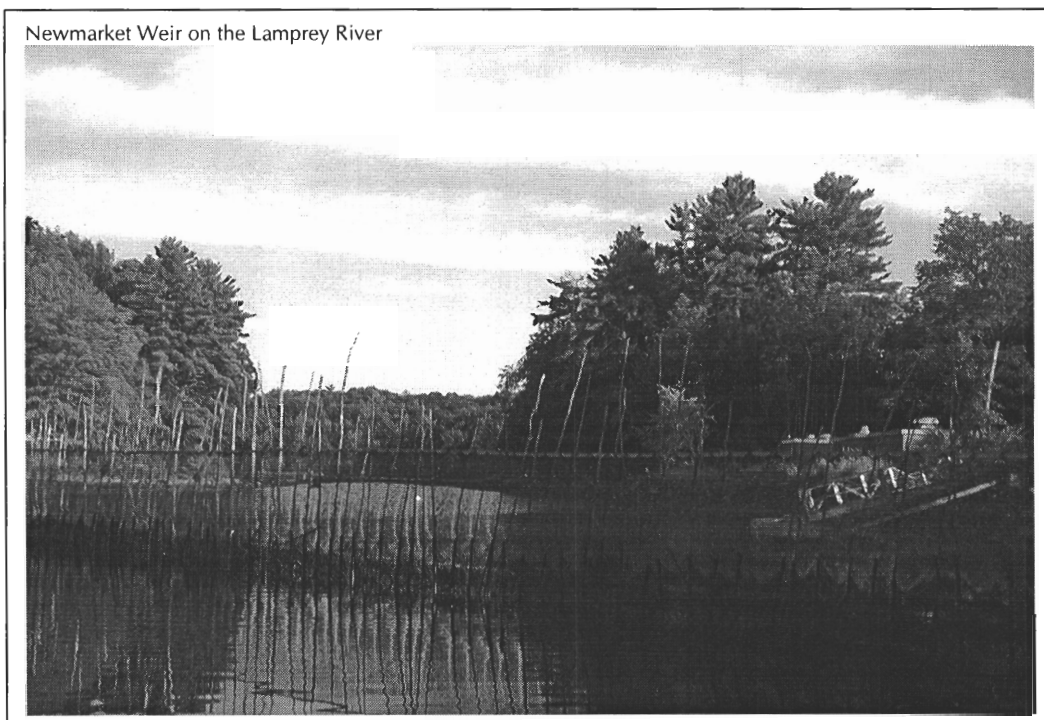
What would Newmarket be without the Lamprey River, Piscassic River, Great Bay, and Heron Point? Not what it is today! It is absolutely vital that the downtown retains its connection to the natural environment of flowing water and woodlands. This defines our downtown as much as the Mill buildings do. We are a community who likes to observe the waterfowl, trees, and tidal flow as we watch the seasons unfold along the river. It is significant that we have the only active fishing weir in New Hampshire. We think this historic use of the river's resources should be maintained.

When we see our built environment, the freshness and beauty of the surrounding natural environment balances it. This is vital to us. We believe that visitors also appreciate these elements. It is in our best interests to take actions that preserve and protect our waterfront and woodlands.

We believe that our river frontage and Heron Point are priceless resources for the community. Many of our recommendations center on making this area more accessible and attractive for residents, visitors and businesses. We can see new businesses supporting water-related activities, such as kayaking, marina, and boat launches.

### Recommendations:

1. Secure funding for a Keeper of the Weir, the only remaining fishing weir in New Hampshire.
2. Support efforts to fund and build the Riverwalk.
3. Support Town in efforts to secure public access to the Lamprey River in the vicinity of downtown.
4. Encourage developers and property owners to provide public access to river.
5. Encourage developers and property owners to preserve or create green spaces in the downtown and abutting areas.



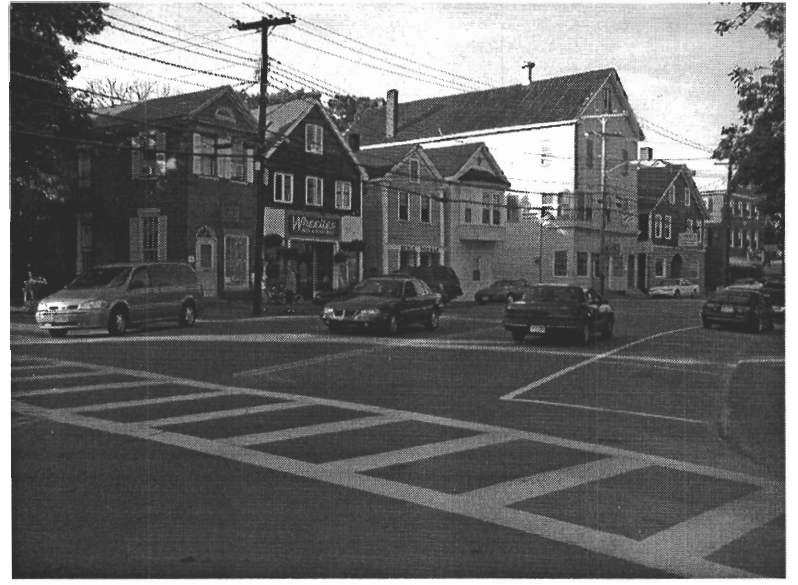


## Pedestrian Flow

It is not easy to cross Main Street or to walk from one end of downtown to the other. Nor is it easy to walk through the Mills or along the Lamprey River. Members of the Committee shared their harrowing experiences of attempting to cross Main Street safely. Other members mentioned their frustrations of jaywalking pedestrians and bicyclists sharing the narrow highway. Again, we encountered the constraints of our topography. We think pedestrian safety can be achieved within these constraints.

We read articles on traffic calming techniques, and listened to professionals discuss their use of these techniques. It seems that our curving, narrow Main Street could easily incorporate some of these new design concepts in order to create a safe and pleasant environment for pedestrians. We learned that people would walk at least five minutes when they feel safe and the walk is enjoyable. It is important to put primary destinations (e.g. post office) within a five-minute walk of parking or residences. Most of our downtown is within this five-minute radius.

Main Street crosswalk at bandstand looking north



We think that an overall design to the Mill and downtown restoration projects, which incorporates pedestrian access, will lessen jaywalking.

The needs of bicyclists should be accommodated within the physical constraints of total road width. We discussed having a bicycle route that detoured off Main Street to increase safety for bicyclists. This should be addressed when the Main Street Enhancement project is designed.

### Recommendations:

1. Relocate the bandstand to provide more space for sidewalks and parking.
2. Redesign Main Street to incorporate traffic calming techniques, such as bump-outs, curves, narrowing of street, to improve pedestrian and bicyclist safety.
3. Use appropriate, well-marked signage to inform pedestrians, bicyclists, and drivers about shared lanes, crosswalks, etc.
4. Incorporate pedestrian access into the Mill redevelopment, Riverwalk, and other design projects.
5. Use focused lighting at night and under adverse weather conditions to ensure pedestrian safety.
6. Control traffic speed through enforcement.
7. Enforce yielding to pedestrians by vehicles.
8. Examine rerouting of traffic or bicyclists when preparing Enhancement project.

## Traffic Flow

There are over 14,000 vehicles per day traveling through Newmarket on Route 108. This number is increasing each year as more commuters use Route 108 to reach Route 152, and avoid larger roads that are at or over capacity. Plus, there are more people living in Newmarket every year. We need to accommodate the needs of through traffic. Our downtown is dependent upon drivers feeling able to safely stop, park, and rejoin traffic without being unduly stressed.

In our initial meetings, we looked at the possibility of creating a new one-way traffic pattern in the triangle created by Route 152, Gerry Avenue, and Main Street, or even closing off the Route 108 segment to eliminate one traffic restriction point and to create additional parking on the closed portion of Route 108. This received some support from committee members, but was dropped as an option. We do want to include this area as a later phase for underground placement of the utilities in connection with future redesign of the roads in the triangle. We think there is potential in this area for future expansion of commercial uses.

Main Street looking north



We believe there needs to be a balance amongst traffic flow, parking, and pedestrian safety. It is essential that the Town work with the DOT District Engineer and SRPC Transportation staff to ensure that the needs of the Town are met when highway renovation projects are designed and constructed. We briefly discussed the need to have a long-range goal to move through traffic off Main Street and onto other roads.

### Recommendations:

1. Work with DOT District Engineer to achieve balance amongst traffic flow, pedestrian safety, and parking.
2. Facilitate traffic projects from a local perspective.
3. Use traffic calming techniques for Enhancement project.
4. Enforce speed limits in downtown area.

## **Downtown Parking**

The shortage of parking dominated our discussions. We addressed this issue by sharing our perceptions of parking availability, reviewing a UNH parking study from 1995, and by measuring areas potentially available for parking to evaluate the number of spaces they might yield. We ultimately agreed that the downtown needed to meet the needs of local businesses, pedestrians, through traffic, errand runners, and visitors. This means that the most appropriate solutions will be a compromise amongst these sometimes conflicting needs.

We discussed the Town's needs for both short-term and long-term parking in the downtown area. Short-term parking was considered essential for businesses along Main Street, which need quick turnover of spaces in front of their stores. Long-term parking was generally considered important for expansion of business use of downtown buildings and accommodation of tourists and residents.

We also discussed the desirability of distributing additional parking along the length of Main Street, and not concentrating parking in one central area (as in Portsmouth) so that the additional parking spaces would benefit the entire downtown area. We believed that Newmarket's commercial area is stretched along a corridor rather than concentrated in squares, so dispersal of parking was more appropriate to our unique situation.

We discussed limiting the on street parking to one-hour or less, installing meters, enforcing regulations, and staffing costs for enforcement. We looked at diagonal versus parallel spaces in front of the stores, and the safety issues connected to these two types of parking. We had no consensus on these issues, other than endorsing the goal to increase the overall number of spaces in the downtown.

We discussed moving the bandstand in order to increase the amount of space available in this section and to provide a better viewing area for the bandstand itself. We could not decide whether this additional space should be used for sidewalks, parking, bike lane, or some combination. Finally we agreed that the Town should work with the District DOT engineer and other professionals involved in the Mills redevelopment, TIF District, and Enhancement projects to create a profile of Main Street that incorporates the recommendations within this report.

### **Recommendations:**

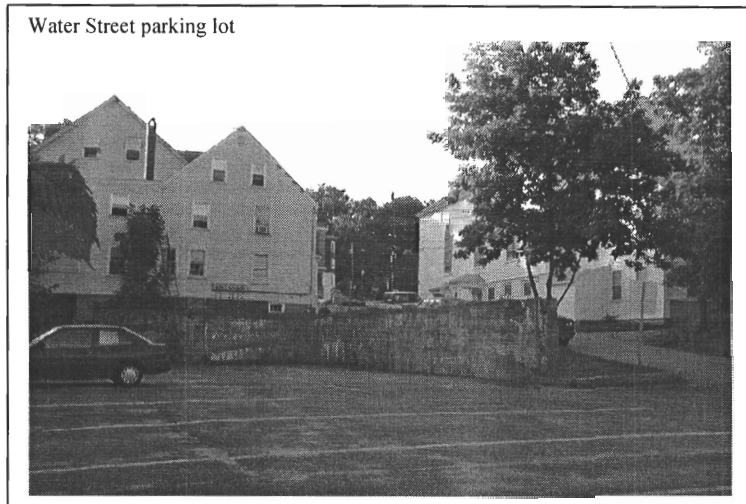
- 1. Increase short-term parking in center of downtown by creating more spaces.**
- 2. Increase availability of short-term parking in center of downtown by reducing allowed time limits.**
- 3. Consider parking meters as an option.**
- 4. Carefully study diagonal/parallel parking options with use of traffic calming techniques when designing Enhancement project.**
- 5. Balance pedestrian safety and vehicle parking needs.**

## Parking Structures

Currently there are several public parking lots in the downtown area, including the Water Street and Library Public lots, and the Essex Mill and Post Office lots. To begin with the Committee looked at all the existing facilities and then possible sites. Several committee members spent time preparing an inventory of all these sites, including such factors as historic designation, number of possible spaces, cost per space, access, location, and ownership.

At the first committee meeting, staff from SRPC provided a concept design for a parking structure at the Essex lot with a covered, elevated crosswalk to the Mills. This was the beginning of our discussion. The Committee agreed that the Essex lot should be left for NCDC to work out as one aspect of the Mills redevelopment. However, we think that the parking

required for new offices, residences and businesses in the Mills needs to be coordinated with the Town's public inventory. There was some discussion of shared parking (day/night) as being an effective way to provide for office staff and residents.



We agreed that long-term parking (all day, overnight) needs to be distributed evenly throughout the downtown. We also agreed that existing public lots need to be lined, lighted, identified, and safe.

We agreed that there is a need for additional long-term parking in the downtown. There was much discussion about possible locations, and we were able to develop a short list of viable options for consideration, but could not reach consensus on the priority locations. We opted to vote on the properties and a ballot was sent to each member. Ten of nineteen ballots were returned. In order of priority (most preferred to least preferred) these are the top five sites for parking structures:

<b>Water Street Public Lot expansion</b>	<b>26 spaces</b>
<b>Widen Main Street near bandstand</b>	<b>15 spaces</b>
<b>Post Office new parking structure</b>	<b>80-120 spaces</b>
<b>4 Water Street new parking structure</b>	<b>10 spaces</b>
<b>Rivermoor Landing Parking Lot expansion</b>	<b>15-20 spaces</b>

### Recommendations:

1. Improve existing public lots with regular maintenance, better signage, and lighting.
2. Coordinate long-term parking requirements with NCDC redevelopment efforts and Planning Board review of projects.
3. Provide long-term parking in a balanced distribution throughout the downtown.

## Funding and Scheduling

As of August 1, 2000 the Town of Newmarket has secured access to approximately 2.8 million dollars for funding infrastructure improvements and property acquisition in the downtown area. These funds would be available to assist in the implementation of the recommendations found within this report in support of downtown revitalization. The sources of funding are as follows:

<b>State Aid Construction Program</b>	<b>\$400,000</b>
<b>NHDOT/MPO Enhancement Program</b>	<b>\$400,000</b>
<b>Downtown Business District Tax Increment Finance District</b>	<b>\$2,000,000</b>

Funds from the State Aid project will be used to replace existing curbing and place new granite curbing, fix subsurface drainage problems, and resurface Main Street. The Enhancement funds will be used to remove existing sidewalks and construct new sidewalks, to replace street lighting with new fixtures, and to provide other street furniture and amenities in the downtown area.

The two million dollar bond issue available from the TIF District is expected to provide up to 1.5 million to place the public utilities underground (telephone and electricity) and up to .5 million to purchase properties for demolition. This land would then be available to enhance the redevelopment of the Mills and to complement the entire economy of the downtown.

It is anticipated that the funds from the State Aid and Transportation Enhancement Programs will be available between 2004 and 2005. The availability of these funds should fit well with the timing of the development of the incremental value created in the TIF District as a result of the redevelopment of the former Essex Mills.

The planning and implementation of the downtown improvements will require close coordination of fund availability on the part of the Town Administrator and other agencies for the necessary planning, design, and implementation of construction projects.

### **Recommendations:**

- 1. Town Council establish TIF District Advisory Committee.**
- 2. Ensure that there is proficient administrative capacity to coordinate funding, scheduling, and construction, such as a project manager.**
- 3. Schedule undergrounding of utilities design work to start in 2000 with construction in 2002-2003.**
- 4. Schedule State Aid and TE design to start in 2001 with construction in 2004-2005.**

## Coordination of Efforts

It was evident that the downtown and the Mills are interconnected and that renovation of both areas should be a collaborative effort of the Town and the Newmarket Community Development Corporation (NCDC). After much discussion we came to agreement that we share a similar goal with NCDC: to revitalize downtown. We have concerns about sidewalks, access, parking, pedestrian flow, design style, and think that the best way is to work out solutions that work for the entire community. Town officials, staff, and NCDC need to be in communication about separate and shared renovation projects. There needs to be more open communication concerning all our efforts.

Specifically, as funding becomes available for infrastructure improvements in downtown, and design work commences and progresses, a mechanism should be put in place whereby the Main Street Committee, Riverwalk Committee, Heritage Advisory Committee, Newmarket Historical Society, the Newmarket Business Association, the Newmarket Gardeners, the public at large, and any other constituency the Town Council believes appropriate, should have input into specific design decisions. In additions, we recommend that the Town Administration coordinate any other necessary infrastructure improvements in the downtown area with any work undertaken related to this report to try and achieve economies of scale.

### Recommendations:

1. Publicize in a brochure, web page, or other media format, the purpose and scope of work of each committee involved in the downtown area of Newmarket.
2. Encourage all committees to work cooperatively for the benefit of the community.

